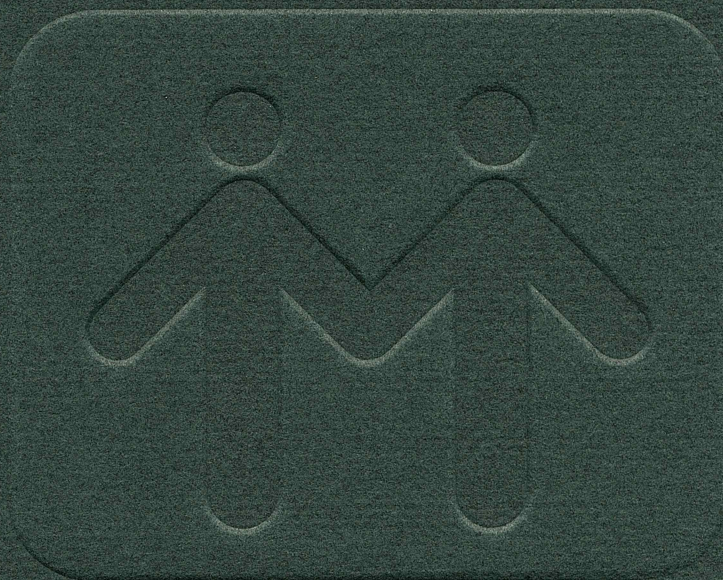


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Missouri at Work

M I S S O U R I  
J O B T R A I N I N G  
P A R T N E R S H I P

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REFLECTORY DOCUMENT

## JOB TRAINING PARTNERSHIP ACT (JTPA)

*The expressed purpose of the Job Training Partnership Act (JTPA) of 1982 is to "Establish programs to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals facing serious barriers to employment who are in special need of such training to obtain productive employment."*



## Annual Report to the Governor Program Year 1988

## Missouri Job Training Coordinating Council

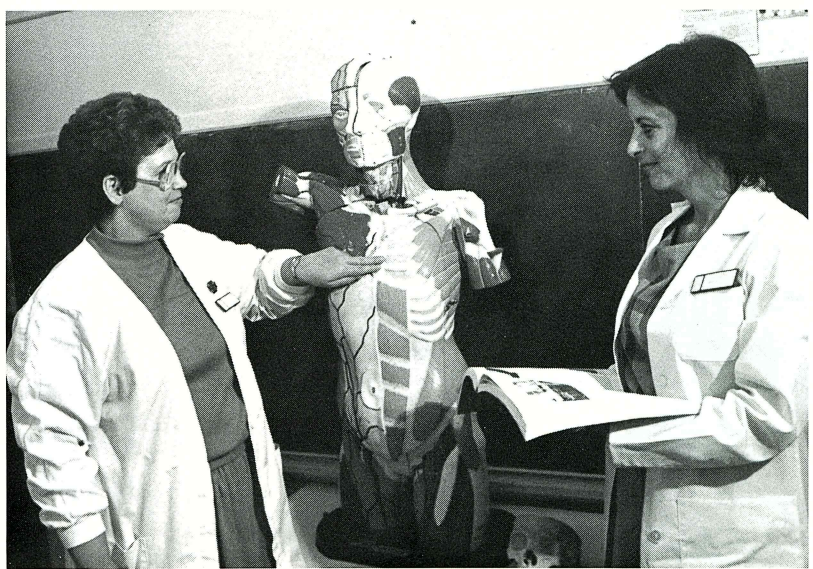
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### Abbreviations

JTPA	Job Training Partnership Act
PY	Program Year
SDA	Service Delivery Area
PIC	Private Industry Council
MJTCC	Missouri Job Training Coordinating Council

# MISSOURI AT WORK THROUGH JTPA



# LETTER TO GOVERNOR FROM MJTCC CHAIR



The Honorable John D. Ashcroft  
Governor, State of Missouri  
Executive Office  
State Capitol  
Jefferson City, Missouri 65101

Dear Governor Ashcroft:

I am pleased to present you this report from the Missouri Job Training Coordinating Council on the performance of Job Training Partnership Act (JTPA) programs in Missouri. This report is for the period July 1, 1988 through June 30, 1989.

The Missouri job training system continues to tackle effectively the many challenges of building a skilled, productive work force. From public forums conducted by the Council this past year, we heard many positive testimonies to the progress and success of the JTPA experience in Missouri.

This report mirrors Missouri at work because of the closely linked job training efforts of state and local agencies, Private Industry Councils, labor groups and private industry. The much touted economic and work force indicators, however, are directing our attention to the challenge of preparing today's work force for the changing jobs of the future and the need to bring more trained Missourians into the work force.

During the past year, the Council initiated new coordination criteria designed to encourage a more accessible and efficient job training system. Some other accomplishments included major policy development in the planning for the implementation of the State Economic Dislocation and Worker Adjustment Assistance Act and support in the Missouri General Assembly's enactment of job training coordination legislation.

On behalf of the Council, it has been gratifying to assume a significant role in working with you and the "Missouri At Work" job training system. Together may we continue to build Missouri's work force and economy for a prosperous future.

Sincerely,

Ken Christgen, Jr.  
Chair

## BUILDING A COORDINATED SYSTEM

Missouri has taken increasingly significant steps to bring together the various job training agencies and programs to form a more closely coordinated system of services.

The U.S. Department of Labor appointed a 38-member Job Training Partnership Act Advisory Committee in July, 1988, to participate in assessing the first five years of experience with JTPA across the country. One recurring theme in the committee's subsequent findings and recommendations was the need for closer coordination of JTPA.

Early on, the Missouri Job Training Coordinating Council (MJTCC) perceived a similar need by launching a statewide survey and study of coordination. Based upon the study's December, 1987 report, the MJTCC adopted new coordination criteria beginning in Program Year 1988.

### Local Planning Efforts

The local JTPA Service Delivery Areas, in conjunction with their Private Industry Councils, prepared and submitted in PY'88 coordination plans to address three (3) coordination criteria:

- Improve a Missouri resident's ability to identify available training and employment opportunities and to enroll in appropriate program activities.

- Develop a plan to reduce duplicate, costly, and often confusing employer contacts by various job training agencies and programs.
- Improve information sharing and policy development between local job training and education programs.

In an effort to help SDAs with their planning efforts and coordination, the Division of Job Development and Training obtained a special discretionary grant from the U.S. Department of Labor. Two (2) training sessions, specific to planning improved coordination and follow-up evaluation of the planning process, were offered to local staff through the Missouri Training Institute.

### Examples of SDA Coordination Plans' Strategies:

#### Outreach, Intake, Assessment and Referral

- Examine possibility of joint intake at specific agencies;
- "Quick check" eligibility/referral instrument among participating agencies;

- Develop universal referral form for multiple programs;
- Develop common intake form;
- Pocket size community resource guide;
- Share mailers on services among participating agencies.

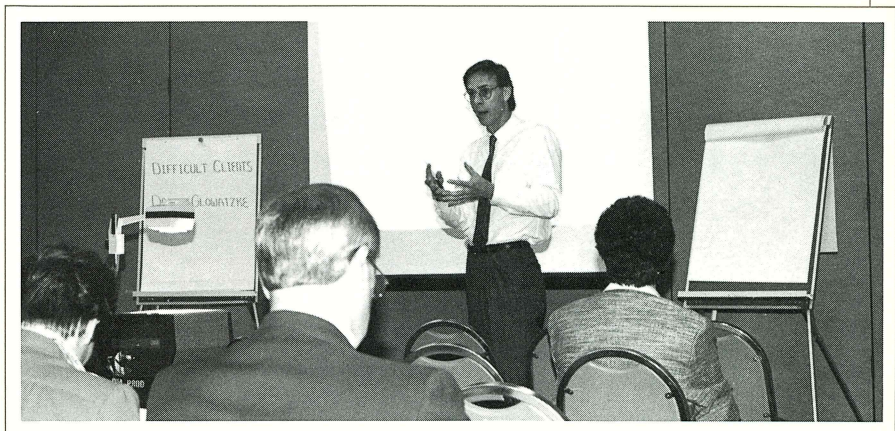
### Employer Marketing

- Employer resource guide;
- Employer Recognition Awards;
- Speakers bureau representing several agencies;
- Shared marketing information.

### Job Training Professional Development

Another significant step toward forming a more closely coordinated job training system is the provision of consistent training and development for job training professionals. Beginning PY'87, the MJTCC supported the establishment of the Missouri Training Institute.

The Missouri Training Institute (MTI), part of the University of Missouri-Columbia, College of Business and Public Administration, is JTPA-funded through a contract with the Missouri Divi-





sion of Job Development and Training. MTI provides staff development services to the Missouri Job Training System. As a result of an extensive needs assessment of the Missouri Job Training System, MTI offers four (4) major services:

- Professional Development Training: Over 1,200 participants attend training in job development, counseling, management, supervision, JTPA administration and marketing annually. Training is offered statewide or can be tailored to an SDA's specific needs. MTI has also produced two videotape training packages on "Basic Interviewing and Counseling Skills" and "Basic Employability Skills Training" for SDAs and their subcontractors to use with new or inexperienced staff.
- The Staff Development Resource Center (SDRC): Four services are offered: 1) the Staff Development Referral Service provides speakers and materials on JTPA topics to members of the Missouri Job Training System; 2) InfoShare Program helps members of the system share and learn from each other; 3) Resource Library loans videos, books, and other material on job and staff development issues; and 4) the Directory of the Missouri Job Training System provides information about people and organizations involved in job training in Missouri.
- Orientation Training: MTI has produced a video and guide entitled, "Missouri At Work" which is available to all staff and volunteers in the Missouri Job Training System. MTI staff is also available to assist in designing and conducting orientation sessions.
- Annual Governor's Job Training Conference: MTI coordinates the Annual Governor's Job Training Conference sponsored by the MJTCC and the Governor. In 1988, over 600 PIC members, staff and other individuals involved in job training attended the conference; over 60 speakers conducted 25 workshops on policy, management, administrative and programmatic issues.

# OVERVIEW OF JTPA IN MISSOURI

## THE LEGISLATION

The Job Training Partnership Act (JTPA) of 1982 authorizes programs which prepare youth and unskilled adults for productive employment. It provides for training to help people with limited income or facing serious barriers to employment to obtain jobs. The Act also provides for employment and training services for permanently laid-off and older workers.

### Title I

Title I provides authority and procedures for establishing advisory, policy making, and administrative entities required to carry out the provisions of the legislation.

### Title II

Title II provides for the distribution of funds, authorized training activities for eligible youth and adults, and outlines uses of some state-administered funds.

### Title III

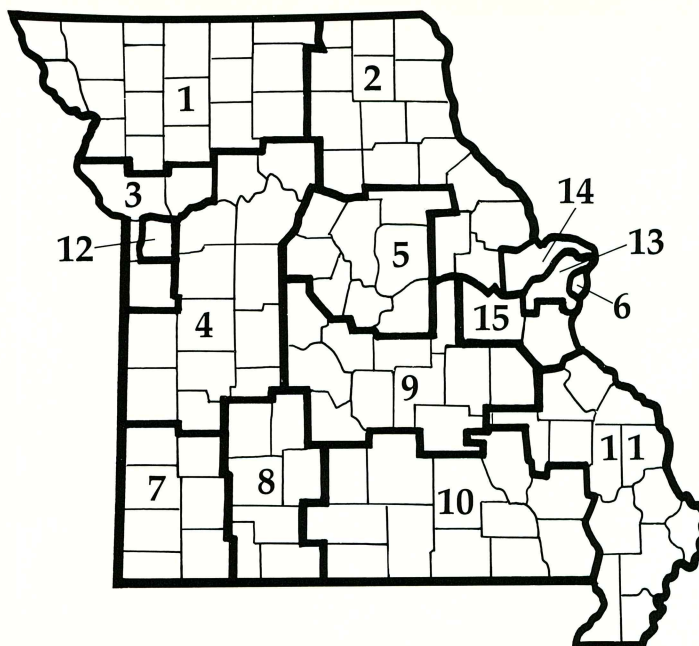
Title III provides guidelines for the state-administered Worker Re-entry Program.

### Title IV

Title IV provides guidelines for JTPA programs administered on the federal level.

### Title V

Title V established employment- and training-related revisions to the Social Security Act and the Wagner-Peyser Act.



## COUNTIES WITHIN SERVICE DELIVERY AREAS

- |               |  |
|---------------|--|
| <b>SDA 1</b>  | Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrison, Holt, Linn, Livingston, Mercer, Nodaway, Putnam, Sullivan, Worth |
| <b>SDA 2</b>  | Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Schuyler, Scotland, Shelby, Warren                           |
| <b>SDA 3</b>  | Cass, Clay, Kansas City, Platte, Ray   |
| <b>SDA 4</b>  | Bates, Benton, Carroll, Cedar, Chariton, Henry, Hickory, Johnson, Lafayette, Pettis, St. Clair, Saline, Vernon   |
| <b>SDA 5</b>  | Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, Osage  |
| <b>SDA 6</b>  | St. Louis City   |
| <b>SDA 7</b>  | Barry, Barton, Dade, Jasper, Lawrence, McDonald, Newton  |
| <b>SDA 8</b>  | Christian, Dallas, Greene, Polk, Stone, Taney, Webster   |
| <b>SDA 9</b>  | Camden, Crawford, Dent, Gasconade, Laclede, Maries, Miller, Morgan, Phelps, Pulaski, Washington  |
| <b>SDA 10</b> | Butler, Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Ripley, Shannon, Texas, Wayne, Wright  |
| <b>SDA 11</b> | Bollinger, Cape Girardeau, Dunklin, Iron, Madison, Mississippi, New Madrid, Pemiscott, Perry, Ste. Genevieve, St. Francois, Scott, Stoddard                |
| <b>SDA 12</b> | Jackson  |
| <b>SDA 13</b> | St. Louis  |
| <b>SDA 14</b> | St. Charles  |
| <b>SDA 15</b> | Franklin, Jefferson  |

# OVERVIEW OF JTPA IN MISSOURI

## HOW JTPA IS ADMINISTERED

The Act continues the federal government's commitment to provide assistance to targeted populations. It also increases State responsibility for the general administration of the programs, which are locally implemented.

**The Missouri Job Training Coordinating Council (MJTCC)** meets approximately six (6) times each year to discuss job training, program coordination, service delivery, performance standards and other employment and training issues.

The Council provides the Governor with advice to enhance the job development and training system. The Council has significant representation from the private sector, including its chairperson.

**The Division of Job Development and Training (JDT)** administers JTPA and state funds to: 1) provide training for economically disadvantaged youth and adults; 2) establish worker reentry training designed to meet the needs of Missouri employees and employers in a technologically changing economy; 3) help train and find jobs for older workers; 4) provide customized training to meet needs of new and expanding employers; and 5) provide specialized training to potential school dropouts.

**The Service Delivery Areas** are 15 geographically defined areas in Missouri where JTPA services are available. Representatives of the private and public sectors serve on the Private Industry Council (PIC). They are responsible for identifying the training needs and designing programs to meet those needs in its Service Delivery Area.

## MISSOURI JTPA ADMINISTRATION

Private Industry SDA Council Chairperson	Chief Elected Official	Administrative Entity	Administrator
1 Darold Hughes	Honorable Roy Simpson	Area Job Training Partnership Administration	Larry Markway
2 Roger VanMeter	Honorable Samuel A. Buckman	Mark Twain Regional Council of Governments	Burley Bertram
3 Richard P. Krecker	Honorable Richard Berkley	Full Employment Council, Inc.	Clyde McQueen
4 Mabel Gist	Honorable Ray Maring	Western Missouri PIC, Inc.	Dr. Judy Kuhlman
5 Mark Haviland	Honorable J. W. Toalson	Private Industry Council for SDA 5, Inc.	Jim Marcantonio
6 Robert E. Bell	Hon. Vincent Schoemehl, Jr.	St. Louis Agency for Training & Employment	Vanetta Rogers
7 Bill Gipson	Honorable Jack Hensley	SDA 7 Private Industry Council, Inc.	Marvin Parks
8 W. K. Lewis	Honorable H. C. Compton	Job Council of the Ozarks	Chet Dixon
9 Bob Douglas	Honorable Wilford Kallmeyer	Central Ozarks Private Industry Council	Bob Garnett
10 Jerry Sisco	Honorable Don Holman	Ozark Action, Inc.	Bill Young
11 Ronn Unterreiner	Honorable Gene E. Huckstep	Southeast Missouri PIC	Mary McBride
12 Paul Consiglio	Honorable Barbara Potts	Full Employment Council, Inc.	Clyde McQueen
13 Milton Bischof, Jr.	Honorable Gene McNary	Department of Human Resources	Wayne Flesch
14 Joyce Williams	Honorable Gerald Ohlms	Office of Employment and Training Programs	Marvin Freeman
15 John Rhodes	Honorable William F. Diez	Jefferson-Franklin Counties, Inc.	Ronald Ravenscraft
	Honorable Elizabeth Faulkenberry		

# JTPA FUNDING IN MISSOURI

## RESOURCES AVAILABLE, PROGRAM YEAR 1988

1.	SDA Adult and Youth Programs		\$41,935,229
a.	Regular Adult/Youth (78% of Title II-A)	\$26,675,788	
b.	Summer Youth (100% of Title II-B)	\$15,259,441	
2.	State-Administered Funds (22% of Title II-A)		\$ 9,995,684
a.	Experienced Worker Program (3%)	\$ 1,090,027	
b.	Education Coordination (8%)	\$ 4,692,836	
c.	Program Administration (5%)	\$ 1,755,279	
d.	Incentive/Technical Assistance (6%)	\$ 2,457,542	
i.	Incentive	\$1,658,035	
ii.	Technical Assistance	\$ 799,507	

## PROGRAM ALLOCATION BY SDA

SDA	Title II-A (78%)	Title II-A (6%)	Title II-B	Total
1	\$ 1,310,035	\$ 82,046	\$ 780,964	\$ 2,173,045
2	1,262,484	23,592	736,478	2,022,554
3	2,782,251	345,926	1,922,313	5,050,490
4	1,188,404	66,133	759,521	2,014,058
5	958,323	171,197	476,657	1,606,177
6	4,360,465	205,021	2,394,230	6,959,716
7	1,149,268	63,226	557,006	1,769,500
8	1,645,702	137,888	859,918	2,643,508
9	1,769,989	113,323	968,225	2,851,537
10	1,686,235	95,188	862,608	2,644,031
11	2,529,594	52,506	1,345,582	3,927,682
12	492,590	33,229	418,343	944,162
13	3,184,454	143,500	1,910,983	5,238,937
14	617,164	35,824	423,126	1,076,114
15	1,738,830	89,436	843,487	2,671,753
Total	\$26,675,788	\$1,658,035	\$15,259,441	\$43,593,264

### Title III

#### Worker Reentry Programs

1.	Title III-F - State Worker Reentry Programs	\$ 4,066,634
2.	Title III-D - Farmers/Shoeworkers	\$ 182,190
3.	Title III-D - ARMCO, Inc.	\$ 500,000
4.	Title III-D - Secretary Discretionary	\$ 961,320

### Title IV-C

Veterans	\$ 230,507
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### Title IV-D

Training and Technical Assistance	\$ 35,000
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### Title IV-F

National Commission for Employment Policy	\$ 10,000
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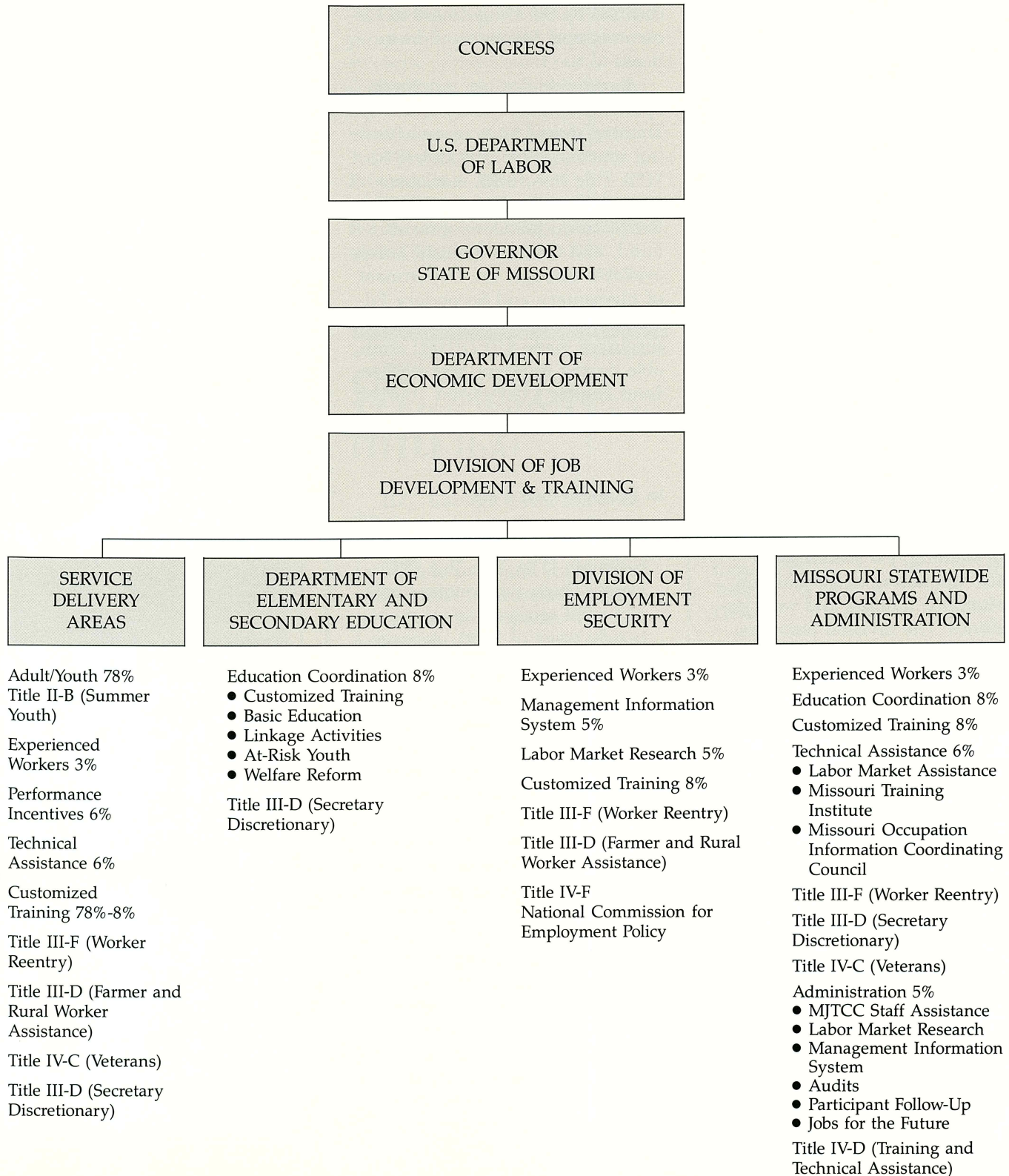
### Total Federal Allocation for Program Year 1988

\$57,916,564

including Carry-In  
(for the period July 1, 1988 through June 30,  
1989 with the exception of Summer Youth  
Program which is October 1, 1988 through  
September 30, 1989)

# JTPA FUNDING IN MISSOURI

## JTPA FUNDING FLOW PY'88



## ADULT AND YOUTH TRAINING PROGRAM (TITLE II-A)

JTPA authorized training activities designed to alleviate the specific employment problems of economically disadvantaged adults and youth served through both state and locally administered programs. The Division of Job Development and Training (JDT) works with and allocates funds to 15 SDAs which constitute the primary delivery unit for local youth and adult programs. A private industry council and the chief elected officials within each SDA then determine the types of programs to be offered and are responsible for day-to-day operations. The types of programs may include, but are not limited to: on-the-job training, classroom occupational skill training, job search assistance, upgrading and retraining, customized training and work experience. The division monitors, evaluates and provides technical assistance to the SDAs.

## CUSTOMIZED TRAINING PROGRAM (TITLE II-A)

The Customized Training Program provides assistance to train eligible persons for newly created jobs with new and expanding employers. This program also helps retain existing Missouri jobs by retraining employed workers because of new capital investments by the employer.

Customized Training can be in the classroom and on-the-job. It

can be provided by a private institution, an area vocational/technical school, junior college, college or an employer's own trainers (when certified by the Department of Elementary and Secondary Education).

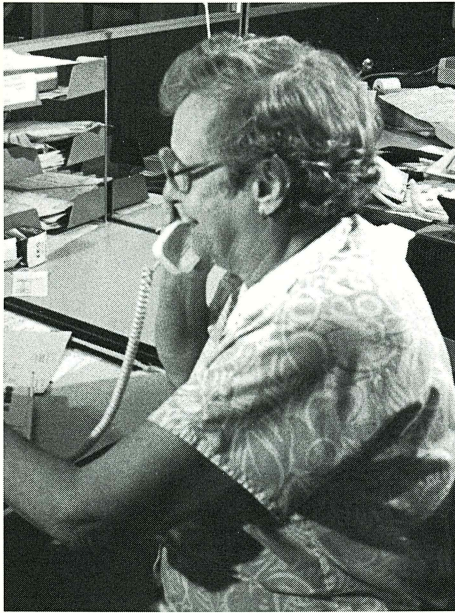
To provide flexible, employer-specific training, Customized Training draws from several funding sources: JTPA Title II-A (8%), JTPA Title II-A funds available from each of the State's 15 PICs, the Missouri Job Development Fund, and General Revenue funds available through the Department of Elementary and Secondary Education (DESE). These combined resources made \$10,270,000 available during Program Year 1988 to fund eligible Customized Training activities.

### In Program Year 1988

- JDT served 814 eligible participants via JTPA Title II-A (8%) funds. Those who entered employment received an average hourly wage of \$4.95. Average training cost per employed person was \$951.
- Through the Missouri Job Development Fund (MJDF), the Division helped train 3,721 state residents for newly created jobs, and retrain 8,463 Missourians so they could retain their current employment.
- The Division funded 100 Customized Training projects with Missouri employers. JTPA Title II-A (8%) funds were used exclusively for 20 of these projects, MJDF funds were used exclusively for 64 of these projects while 16 projects used a combination of JTPA Title II-A (8%) and MJDF funds.
- DESE served 19,834 participants in classroom skill training for 119 employers using funds earmarked for Customized Training.
- Customized Training activities offered through the 15 PICs served 1,459 JTPA eligible participants, with 84% of them entering employment at an average hourly wage of \$5.77.
- JDT and DESE jointly funded 32 projects to train 13,506 participants.



# JTPA PROGRAMS IN MISSOURI



## EXPERIENCED WORKER PROGRAM (TITLE II-A 3%)

The Missouri Experienced Worker Program serves workers ages 55 and over with limited income who may be retired or semi-retired and need full or part-time employment to supplement their income.

A major emphasis is placed upon removing employment barriers which often prevent older individuals from finding jobs through participation in job search assistance and on-the-job training.

To meet the special needs of the older worker, the program is closely coordinated with the services provided through the Division of Aging and the Title V, Senior Community Service Employment Program.

The Experienced Worker Program is available to program participants in all 15 SDAs in Missouri.

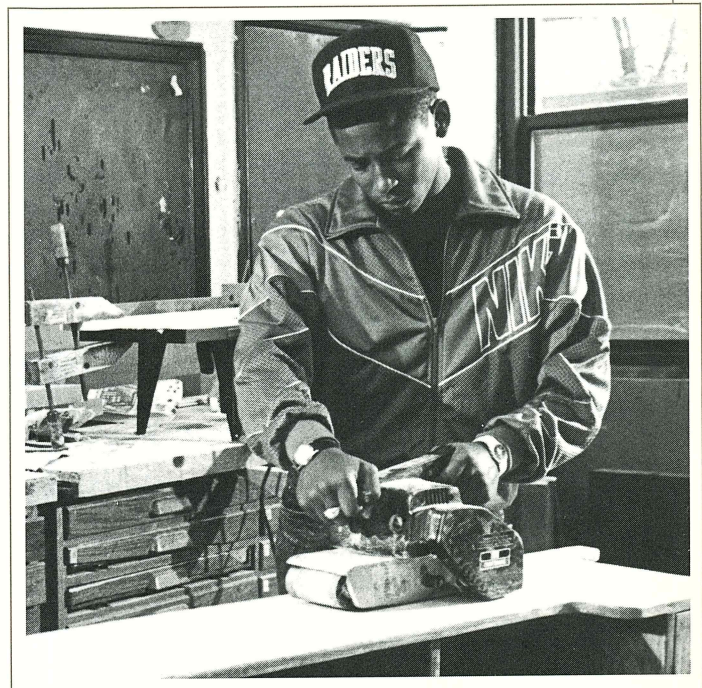
During Program Year 1988, the program enrolled 943 experienced workers. Almost eight out of ten (79%) of the participants completing the program found jobs at an average wage of \$4.59 per hour. Total program expenditures for Program Year 1988 were \$1,005,924 or 92% of available funds, with an average participant cost of \$1,331.

## CENTERS FOR AT-RISK YOUTH (TITLE II-A)

JDT, through a contract with DESE, funded 21 Centers for At-Risk Youth projects in 12 SDAs for services to in-school youth who were at risk of dropping out of school and to dropouts. The grants provided remedial and basic education, GED preparation, skill training, and job placement through the joint efforts of the local JTPA service delivery systems, local AVTS and other community agencies.

## Program Year 1988 Centers for At-Risk Youth

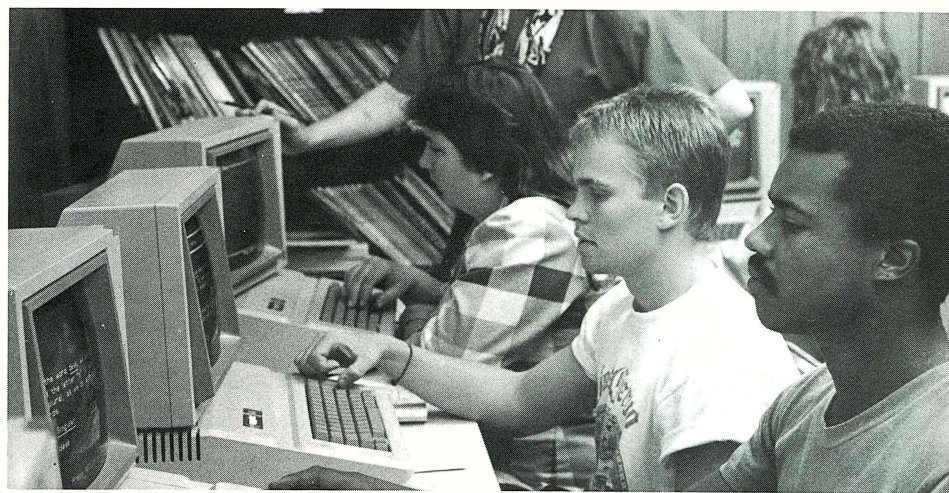
Project Name/Cost	SDA	Number Served
Graff AVTS	8	62
Total: \$ 75,585		
JTPA: 18,821		
Cass County AVTS	3/4	21
Total: \$ 65,800		
JTPA: 18,000		
Lead Belt AVTS	9/11	56
Total: \$100,951		
JTPA: 37,655		
Boonville AVTS	5	11
Total: \$ 28,875		
JTPA: 9,625		
Kirksville AVTS	2	16
Total: \$ 61,718		
JTPA: 27,712		
Washington AVTS	2/15	22
Total: \$ 61,942		
JTPA: 30,124		
Hannibal	2	86
Total: \$143,128		
JTPA: 53,200		
Cape AVTS	11	43
Total: \$ 79,335		
JTPA: 30,422		



# JTPA PROGRAMS IN MISSOURI

## Program Year 1988 Centers for At-Risk Youth, cont.

Project Name/Cost	SDA	Number Served
Lake Area AVTS	9	34
Total: \$105,384		
JTPA: 49,797		
Northwest AVTS	1	30
Total: \$ 25,300		
JTPA: 12,650		
Tri-County AVTS	9	80
Total: \$160,225		
JTPA: 70,010		
Rolla AVTS	9	50
Total: \$ 97,902		
JTPA: 43,796		
Franklin AVTS	7	45
Total: \$294,000		
JTPA: 30,000		
State Fair CC	4	18
Total: \$102,648		
JTPA: 51,296		
Kansas City Schools	3	11
Total: \$112,642		
JTPA: 39,580		
Saline County AVTS	4	43
Total: \$ 31,024		
JTPA: 15,512		
Poplar Bluff AVTS	10	28
Total: \$105,122		
JTPA: 30,011		
Nevada AVTS	4	11
Total: \$119,657		
JTPA: 53,425		
Fort Osage AVTS	12	18
Total: \$ 35,398		
JTPA: 17,699		
Lewis/Clark AVTS	14	114
Total: \$239,422		
JTPA: 111,203		
Crowder College	7	16
Total: \$ 62,198		
JTPA: 30,008		



## SUMMER YOUTH PROGRAM (TITLE II-B)

The program offered to economically disadvantaged youth during the summer consists predominately of opportunities to gain work experience. However, there was a stronger emphasis on youth participation in remedial and basic education in the summer of 1988. Ten thousand, one hundred and sixty-one (10,161) youth were served. The majority participated in some type of work experience but 1,524 also participated in remedial and basic education activities. Eighty-nine percent (9,089) of the youth enrolled successfully completed the summer program.

## RAPID RESPONSE AND WORKER REENTRY PROGRAM (TITLE III)

Rapid Response and Worker Reentry Programs help serve

workers who are laid off because of business closures or cutbacks and are not likely to return to their previous industry or occupation.

Services include assessment and testing, job search assistance or job clubs, counseling and other supportive services, and classroom and on-the-job training.

### In Program Year 1988

- JDT enrolled more than 5,200 laid-off workers through its program operators in all 15 of the State's SDAs.
- Eighty-eight percent of the available State Title III formula funds (\$3,868,509) and 90% of the available General Revenue funds (\$1,390,899) were used to help laid-off workers reenter the work force.
- \$150,518 in additional Title III discretionary funds were used to serve idled farmers, ranchers and other agriculture-related workers.
- Eighty-two percent of laid-off workers receiving services secured employment at an average hourly wage of \$7.38. Cost per

# JTPA PROGRAMS IN MISSOURI

placement was approximately \$1,370.

- \$263,786 in additional Title III discretionary funds were expended to serve 174 steelworkers laid off at Armco, Inc. in Kansas City.
- Approximately \$625,000 in 8% Vocational Training funds was used to enroll 978 laid-off workers in skilled vocational training classes.
- JDT provided Rapid Response to 70 companies that laid off approximately 10,100 employees because of closures or permanent mass layoffs.

## MISSOURI VETERANS PROGRAM (TITLE IV-C)

The Veterans Program began in PY'87. It allows the state to focus on veterans as a special need group for job training and placement activities. Eligible veterans are: 1) service-connected disabled veterans; 2) Vietnam-era veterans; 3) veterans recently separated from military service; and 4) veterans referred by Title IV-C coordinators served by other programs.

There were 2,992 veterans served in PY'88, a 60% increase in participation level over PY'87.

## NEW INITIATIVES

- The Jobs for Missouri's Future (JMF) program was just beginning in the latter months of PY'88. JMF is a multi-sector program to develop a long range human resource strategy for the State of Missouri – a strategic plan that will help integrate the State's work force and economic development efforts to assure a strong and competitive economy into the next century.

### Specific outcomes of the program will include:

1. A detailed skills inventory of occupations that are key to Missouri's future economy;
2. Data base and assessment instruments to permit continuing analysis and assessment of changing work force needs;
3. Increased public awareness of and support for work force preparation programs;
4. Public Education materials, including documentaries, public service announcements, print materials, and regional or community meeting guides for use in generating public awareness of the need for continuing education and training; and

5. Action programs to create institutional structures to increase the supply of workers with critical skills.

The JMF program is a combined effort of the United States Department of Labor, the State of Missouri (acting through the Missouri Division of Job Development and Training, the Missouri Department of Economic Development, the Missouri Division of Employment Security, and the Missouri Department of Labor and Industrial Relations) and Missouri's private sector businesses. It is a two-year program overseen by a Governor-appointed Advisory Board.

- In PY'88, JDT received a research grant from the National Commission for Employment Policy to study the use of unemployment insurance (UI) wage records to determine pre- and post-earnings of JTPA participants. JDT, the Division of Employment Security and the University of Missouri-Columbia Economics Department cooperatively conducted the study.

The focus of the study was to trace the employment success of former JTPA participants through UI and wage records. Because accurate information was readily available for a large number of former participants, the study demonstrated a promising, low-cost method for gauging JTPA effectiveness in gaining and retaining employment.

### *Title IV-C Eligible Served*

	78%	3%	8%	Title IV
Disabled	15	12	0	19
Vietnam-era	583	2	31	551
Recently separated	391	2	22	31
Other veterans	614	277	35	407
	1,603	293	88	1,008



## SDA 4 LINKS WITH BUSINESSES

The Western Missouri Private Industry Council, Inc. offers a variety of services to stimulate growth of both new and expanding business in the 13 counties of SDA 4. In PY'88, two activities were conducted to achieve this goal of business linkages.

The Council recognized the efforts of over 200 businesses at a Business Appreciation Banquet. Special Recognition Awards were presented to twelve (12) of the most outstanding companies for employing or training and retaining job training participants during the past five (5) years.

"Small Business Success Seminars" were also conducted for over 125 businesses in three (3) communities. These seminars included an array of information concerning job training programs, Enterprise Zone advantages, employer tax benefits and technical assistance available to new and expanding business. With the support of Southwestern Bell, the Council called upon the expertise of the local Chamber of Commerce, Economic Development agencies, Central Missouri State University

Small Business Technology Center, as well as community organizations and private industry.

## INNOVATIVE APPROACH TO TITLE II-B PROGRAM TARGETS 14- AND 15-YEAR OLDS

Job Council of the Ozarks uses an innovative approach in operating two Title II-B summer programs in SDA 8.

VEEP (Vocational Experience and Exploration Program) reaches 14- and 15-year olds who need exposure to career options while they are still in junior high or their early senior high years.

In 1988, the four-week program at Graff Area Vocational Technical Center in Springfield had 196 participants and featured ten vocational areas, with each youngster exploring two areas for two weeks, for a total of four areas.

In VEEP, student contracts are developed regarding program expectations and a performance level to maintain in order to remain in

the program. In each vocational area, students produce projects which are taken home.

Fourteen and 15-year-olds are also a target group for the Special Projects with rural schools. There were 147 young participants at 15 Special Project work sites in 1988. Contracts with the schools called for close supervision and provided training supplies.

The Special Projects Program emphasizes work experience that gives a very broad exposure to the world of work. At the end of each assignment, the work exposure and experience are evaluated by the youth and program staff.

## PROJECT "YES" - POTOSI R-3 HIGH SCHOOL

"This was the first time some of these students had ever been successful in school", Potosi High School Counselor, Cy Bradley, summed it up, as the Washington County high school completed the first year of its JTPA-funded "Project Youth Education Seekers (YES)". The program is designed to address the dropout problem of students in their early high school years.

In a county with the state's highest unemployment rate for more than five (5) years, and with a student dropout rate approaching 10%, school officials planned, and the Central Ozarks Private Industry Council funded, a program designed to improve student performances in their early years. The program goal is to enhance their future employment capabilities, as well as lower their school dropout rate.

And the program is working.

A total of 33 students were served in the first year of the program, and all 33 completed. More importantly, 31 returned to school with increased motivation and a more solid academic background.

Three unique aspects were built into the program, and are given credit by staff and students for the program's success. They are individual attention for the students, a three-period block of time, and increased counseling services.

Individual attention to core classes in English, Social Studies, Math and Science are stressed. The three-period block of time eliminates distractions, and gives students and the teacher time to concentrate on needed subjects. Increased counseling builds student self-esteem and offers encouragement to stay in school.

"A lot of the success", Counselor Bradley said, "could be attributed to the sense of caring students received in this program – a sense that someone cared for them – and an attitude of trust, which many of them had been lacking."

"And they responded beyond our expectations."

But the most satisfying part of this success story was the extremely low program dropout rate for the pilot group.

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## NEW PERSPECTIVES SDA 1 PROGRAM

New Perspectives was launched in SDA 1 to help displaced homemakers gain job training, including internships, with local businesses. This unique program



was only one of seven nationally to receive funding from the U.S. DOL as a special demonstration project.

Located at Northwest Missouri Area Technical School in Maryville, Missouri, the program links up training opportunities at four (4) vocational/technical schools and one community college.

The program design contributes to the self-sufficiency of homemakers desiring to obtain new jobs by offering counseling, classroom training and internship experiences with local businesses.

During PY'88, over 300 participants received counseling from certified counselors to determine career paths. The completion rate for the internship training with local businesses was 100% and 74% subsequently entered employment.

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## YOUTH EXPERIENCE SUCCESS IN SDA 14

New to SDA 14 in PY'88 was the Youth Experiencing Success (YES) Program operated by Lewis and Clark Area Vocational Technical School (AVTS) of St. Charles School District under a grant from DESE. YES is an alternative high school program for youth who are at risk of dropping out of school. Unique to the program is the special coordination between the AVTS, St. Charles County Community College, the Office of Employment and Training Programs (OETP) and each student's current school district. Lewis and Clark operates the program housed at the Community College. The OETP provides eligibility determination, data entry and Job Club as part of the regular curriculum. The school districts support the program by offering their referred students counselor support and bus service.

Some 113 students participated in YES and 64 successfully completed the program. Fifty-three (53) of the students were served as a part of their Title II-B Summer participation. Of the remaining 60 served during the school year, 43 received academic credit for their work, six completed GED preparation or received their high school diploma.

Counselors, students, teachers, and parents have all seen remarkable changes in outlook and behavior from the YES students. According to one mother, "I have seen nothing but improvement in my son's attitude, ambition and self-esteem." And one YES student said, "This class has given me a chance to prove myself by graduating with the class of '89."

The program is an excellent example of how local education and social service agencies can, by combining their resources, provide a truly beneficial service to the community.

## COORDINATION EFFORTS ACHIEVE VISIBLE PROGRAM IMPROVEMENTS IN SDA 5

Two excellent examples of program improvements have resulted from cooperative planning by SDA 5 local job training agencies.

- The local customized training program has been revitalized through a cooperative program approach between the Private Industry Council and the local offices of the Missouri Division of Employment Security. Staff co-location, increased job opportunities for clients and improved quality of customized projects are the results of this cooperation.

- Attention to the at-risk youth population has initiated several innovative approaches to serving this client group. Through joint planning and cooperation, the Private Industry Council has assisted the local consortium of area vocational technical schools in designing programs to address the at-risk youth needs in basic skills instruction, counseling and vocational training. Additionally, emphasis on a comprehensive youth competency system has led to improvements for program designs geared to youth. In PY'88, the at-risk youth project served 11 youth. More important than numbers is that the program has gained enthusiastic support from participants.



# STATISTICAL PROFILE OF PROGRAM PERFORMANCE

## PERFORMANCE MEASUREMENT IN MISSOURI

All of the performance standards established for JTPA by the Department of Labor were exceeded in Missouri during Program Year 1988.



### *Performance vs. Standards*

Performance Measure	Performance Standard	Actual Performance
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#### ADULTS

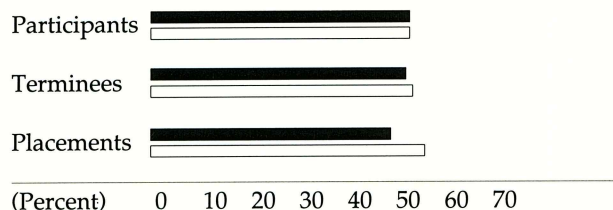
Entered Employment Rate	70%	72%
Cost/Entered Employment Rate	\$3,860	\$2,554
Average Wage at Placement	\$4.61/hr.	\$5.02/hr.
Welfare Entered Employment Rate	55%	58%
Follow-Up Entered Employment Rate	61%	69%

#### YOUTH

Entered Employment Rate	42%	52%
Positive Termination Rate	75%	83%
Cost Per Positive Termination	\$4,481	\$2,778

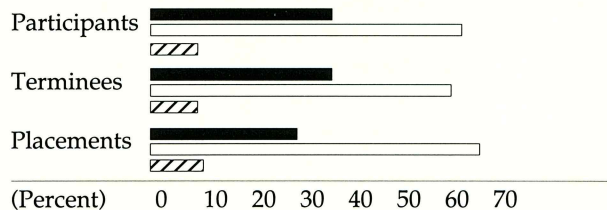
# STATISTICAL PROFILE OF PROGRAM PERFORMANCE

## Male/Female



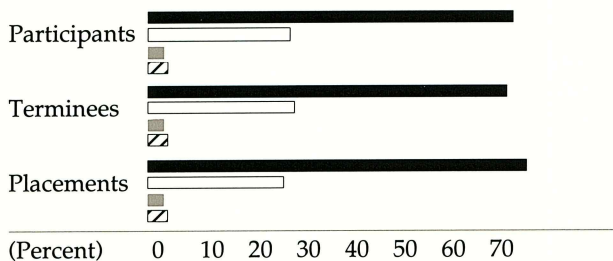
Females  
 Males

## Age



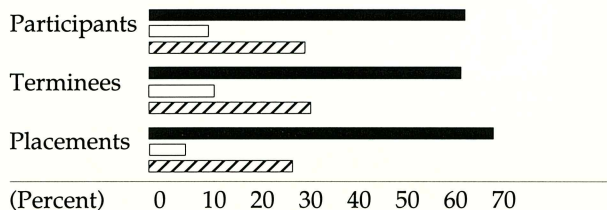
14-21  
 22-54  
 55+

## Race/Ethnic



White  
 Black  
 Hispanic  
 Other minorities

## Educational Status



High School Grad and Above  
 High School Student  
 High School Dropout

## CHARACTERISTICS OF JTPA PARTICIPANTS

A typical participant for Program Year 1988 is white (72%) between the ages of 22 and 54 (61%) and has a high school education (62%). This shows that a higher percentage of minorities are served than their incidence in the economically disadvantaged populations, since 83% of the eligible population is white. Males and fe-

males were equally represented among the participants. It also is significant to note that 29% of JTPA participants were classified as dropouts. The Missouri service level exceeds the national average for JTPA services to dropouts.

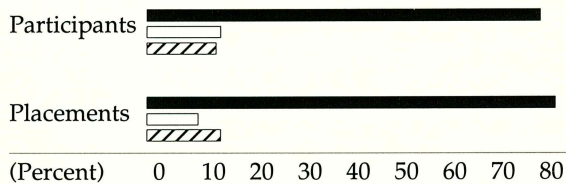
"Employment Status" (page 19) is defined at the time of application to JTPA. Statistics show that 90% of the participants served were either unemployed (78%) or not actively seeking employment (12%) at the time of enrollment into JTPA.




The Placement statistics show that 81% of all participants who found jobs were unemployed prior to JTPA.

The "Other" characteristics show the service level (participants) and placement statistics for some of the special target populations under JTPA, including Food Stamp recipients (24%), single parents (19%), AFDC recipients (15%), handicapped (6%), and offenders (5%).

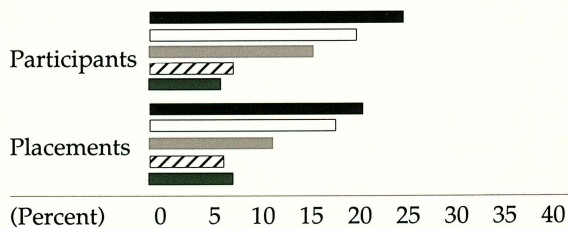
# STATISTICAL PROFILE OF PROGRAM PERFORMANCE

## Employment Status



 Unemployed  
 Not in Labor Force  
 Employed

## Other



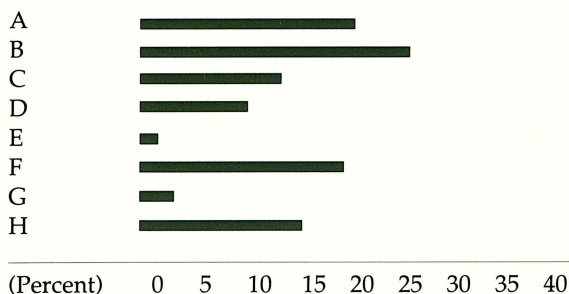
*Note: Participants may fall into more than one category, resulting in percentages unequal to 100 percent.*

 Food Stamps  
 Single Parent  
 AFDC  
 Handicapped  
 Offenders

# STATISTICAL PROFILE OF PROGRAM PERFORMANCE

## SERVICES PROVIDED TO JTPA PARTICIPANTS PROGRAM YEAR 1988

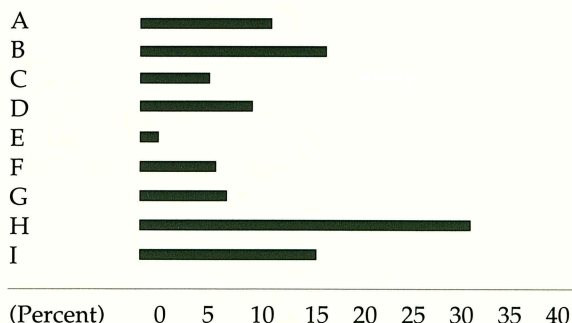
### Adults



Service Provided	Number Served
A. Skill Training	2,256
B. On-the-Job Training	2,953
C. Customized Training	1,459
D. Remedial/Basic Training	1,008
E. Upgrading/Retraining	13
F. Job Search	2,149
G. Work Experience	280
H. Other Services (Vocational Exploration, Supportive, Orientation, Transitional, Placement)	1,594

NOTE: Participants may receive multiple services and are counted in each appropriate category, resulting in a total percentage in excess of 100%.

### Youth

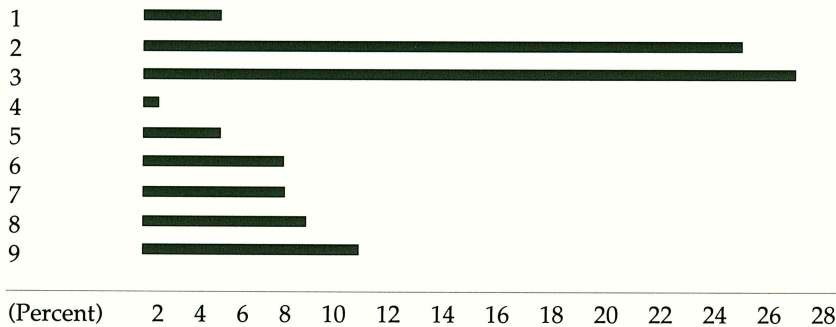


Service Provided	Number Served
A. Skill Training	1,075
B. On-the-Job Training	1,520
C. Customized Training	445
D. Remedial/Basic Training	900
E. Upgrading/Retraining	7
F. Job Search	572
G. Work Experience	658
H. Exemplary Activities	2,949
I. Other Services (Vocational Exploration, Supportive, Orientation, Transitional, Placement)	1,470

NOTE: Participants may receive multiple services and are counted in each appropriate category, resulting in a total percentage in excess of 100%.

# STATISTICAL PROFILE OF PROGRAM PERFORMANCE

## MISSOURI JTPA PROGRAM YEAR 1988 TERMINEE EMPLOYMENT BY OCCUPATIONAL GROUP



1. Professional, Technical, Managerial (541)
2. Clerical and Sales (2,434)
3. Service Occupations (2,674)
4. Agricultural, Fishery, Forestry (182)
5. Processing (508)
6. Machine Trades (804)
7. Benchwork (804)
8. Structural Work (843)
9. Miscellaneous Occupations (1,049)

## RESULTS FROM THE TELEPHONE SURVEY

Total Surveyed: 4,542  
Worked 13 Week: 3,083 (67.8%)  
Did Not Work  
13th Week: 1,459 (32.2%)

Quality of Service  
Excellent: 2,180 (48%)  
Good: 1,821 (40%)  
Fair: 318 (7%)

Quality of Training  
Excellent: 1,499 (33%)  
Good: 1,953 (43%)  
Fair: 545 (12%)

Current Status  
Employed Part-Time: 545 (12%)  
Employed Full-Time: 2,725 (60%)

## 1988 PARTICIPANT OUTCOMES

During Program Year 1988, the JTPA Program in Missouri served 17,603 participants in Title II-A; 10,739 completed the program, 9,487 of which were placed into unsubsidized employment.

A high percentage of program participants (27%) was placed in service occupations; clerical and sales occupations followed with a 25% placement rate. Approximately 8% each were placed in machine trades, structural work and benchwork occupations.

## FOLLOW-UP

The JTPA 13-week post-program follow-up has now been in operation for three (3) years. The operations side of the follow-up is housed at JDT while the data processing support is provided by the Department of Economic Development. The telephone follow-up contacts are made on a random sample of former adult participants from Title II-A and Title III thirteen weeks after termination of their JTPA program. The follow-up system asks the participant to evaluate the services received from JTPA staff

and the effectiveness of the program in which they were enrolled.

Follow-up has become one of the tools used to measure performance of the SDAs. Program Year 1988 Performance standards included the follow-up measure of employment rate at follow-up. Overall, the follow-up employment rate was 69.3% for Title II-A 78%. Title III employment rate at follow-up was 78.7%. Missouri reached an 83% response rate for Program Year 1988.

# GOVERNOR'S AWARDS

## WHAT THE AWARDS ARE

On October 12, 1989, the Governor's awards were presented at the Missouri Job Training Coordinating Council's Annual Conference, recognizing outstanding performance in job training during Program Year 1988.

### *Private Industry Council Member of the Year*

#### Winner

Robert E. Bell, Chairman,  
Private Industry Council,  
SDA 6

#### Accomplishments

Robert Bell's commitment to the people of Service Delivery Area 6 and his inspiring leadership in the area of employment and training made him an excellent choice for the PIC Member of the Year award.

As a member of the Private Industry Council, Mr. Bell has been a strong advocate for the St. Louis Agency for Training and Employment programs and people since 1983. However, his sense of civic responsibility does not end there. He was a founding member of LIFT Missouri, past president of the St. Louis Urban League, and a member of many other boards and committees including the United Way and the Civic Progress Dialogue Group.

In 1988, Mr. Bell was invited by the U.S. Secretary of Labor to serve on the JTPA Advisory Committee. The committee was asked to review the first five years of JTPA operations nationally, and to contribute to the formulation of job training policy for the 1990's.

### *Outstanding State-Funded Experienced Worker Program*

#### Winner

Division of Employment  
Security, Downtown  
Kansas City Office

#### Accomplishments

The Governor's Award to a program serving experienced workers, 55 and older, for Program Year 1988 was presented to the Division of Employment Security office in Downtown Kansas City.

During the Program Year new enrollments were up by 69%, and the entered employment rate was up by 82%. The average wage at placement was 91 cents per hour over plan, and the cost per placement was 30% lower than planned.

Credit for these achievements have been largely attributed to a dedicated staff headed by Ms. Barbara Nelson. As a result of this staff's efforts, many people returned to the workplace who weren't ready to quit.

### *Outstanding State-Funded Worker Re-Entry Program*

#### Winner

Metropolitan Re-Employment  
Project/St. Louis  
Community College

#### Accomplishments

Program Year 1988's Governor's Award for outstanding contributions by a State-funded Worker Re-Entry program was presented to the Metropolitan Re-Employment Project/St. Louis Community College.

Strong partnerships between Business, Labor, Education and Government, and linkages with other local agencies worked to provide training services to eligible clients and produced outstanding results.

During the year the program served 876 participants, 196 of which completed On-the-Job training and achieved an 89% entered employment rate with an average wage at placement of \$8.31 per hour.



## *Outstanding Customized Training Program*

### **Winners**

Economic Development  
Corporation of Jefferson  
County, Jefferson College,  
Hillsboro, Missouri,  
Missouri Division of  
Employment Security,  
SDA 15

### **Accomplishments**

Under the guidance and leadership provided by the Office of Manpower Programs for Jefferson and Franklin Counties, these three agencies have excelled in their performance for customized training programs.

An experienced and knowledgeable staff worked effectively with employers and clients to provide an excellent example of quality service through the Customized Training Program.

This cooperative effort within SDA 15 resulted in an adult entered employment rate of 75% and a youth entered employment rate of 80%. One-hundred percent of the participants served through the Customized Training program were economically disadvantaged.

## *Outstanding Skill Training Program*

### **Winners**

State Fair Community College,  
Western Missouri Private  
Industry Council, SDA 4

### **Accomplishments**

The entire 13-county area served by the Western Missouri Private Industry Council has benefited by the partnership between the Service Delivery Area 4 PIC and State Fair Community College.

In Program Year 1988, this

partnership produced a service record of 130 participants receiving basic education skills training, 110 in skill training, and service to many young people through remedial education and in-school vocational education programs.

State Fair and Western Missouri PIC also teamed up to provide over 100 area businesses with Customized Training Program services. This award was given in recognition of an outstanding team effort.

## *Outstanding On-the-Job Training Service Provider*

### **Winner**

Productive Futures

### **Accomplishments**

Productive Futures is a minority- and female-owned business which serves as a program operator for On-the-Job Training under contract with the St. Louis Agency for Training and Employment (SLATE) in SDA 6.

During Program Year 1988, Productive Futures reached 101% of their planned goal by training 121 people on-the-job. Of these 121 participants, 98% were economically disadvantaged 81% were black, 28% were single par-

ents, 19% were school dropouts, 17% were AFDC recipients and 75% were retained by their employer after the completion of their OJT.

Productive Futures' placement strategies have proven to be very effective in matching the needs of small- and medium-sized businesses with those of individuals in need of training.

## *Outstanding Exemplary Youth Program Service Provider*

### **Winner**

DeLaSalle Education Center

### **Accomplishments**

DeLaSalle Education Center operates a program in Service Delivery Area 3 that has been recognized as an exemplary model of national merit by the U.S. Department of Education.

During Program Year 1988, 400 young people were served by DeLaSalle, and 95% were economically disadvantaged. The average math and reading level of incoming students was seventh grade. Eighty-five percent of the participants had juvenile court records, 50% were frequent users of drugs and alcohol, and 10% were teenage mothers.



# GOVERNOR'S AWARDS

Despite these major obstacles, over 500 young people have received their high school diploma or a GED through DeLaSalle Education Center.

## *Outstanding Performance Achievements*

### **Winner**

Private Industry Council,  
SDA 3

### **Accomplishments**

Every year all 15 SDAs strive to meet and exceed their minimum performance standards; only one is chosen as the outstanding performer.

In Program Year 1988, SDA 3 exceeded performance standards by an average of 32%, making it the number one performing SDA in Missouri.

SDA 3 demonstrated a standard of excellence deserving of this award.

## *Outstanding Achievements in Service to Welfare Recipients*

### **Winner**

Private Industry Council,  
SDA 12

### **Accomplishments**

As the outstanding performer in this category for Program 1988, Service Delivery Area 12 exceeded its planned service to welfare recipients by 313%.

Breaking the welfare cycle is one of the most difficult challenges we currently face. This challenge is being met by providing opportunities to individuals who often face very serious obstacles to gaining productive employment.

In recognition of its outstanding service to welfare recipients, this award was given to the Ser-



vice Delivery Area 12 Private Industry Council and staff.

## *Outstanding Achievements in Service to School Dropouts*

### **Winner**

Private Industry Council,  
SDA 5, Inc.

### **Accomplishments**

Dropouts usually experience the consequences of their decision long after they have chosen to leave school. Designing and carrying out successful programs to address this problem is very difficult.

Service Delivery Area 5 exceeded its planned service to dropouts by 146%. In fact, 38% of the total participants served by SDA 5 in Title II-A 78% programs were school dropouts.

The Private Industry Council and staff of SDA 5 were recognized by this award for their outstanding performance.

## *Private Industry Council of the Year*

### **Winner**

Private Industry Council,  
SDA 5, Inc.

### **Accomplishments**

The role of the Private Industry Council is crucial to the success of Job Training programs in every local area. The Private Industry Council, Service Delivery Area 5, Inc. is comprised of membership that has demonstrated significant commitment in guiding the local job training system.

Through its strategic planning efforts, this PIC arrived at three specific initiatives to improve services in Program Year 1988. These initiatives were to (1) improve coordination and linkage of services within the SDA, (2) promote economic development through job development, and (3) operate cost-effective programs.

The result has been exemplary service to dropouts, welfare recipients and handicapped populations, while maintaining above state average performance in job retention for clients.

## *Outstanding Dedication and Service by Local Elected Officials*

### Winner

St. Charles County  
Commission, SDA 14

### Accomplishments

The intent of the Job Training Partnership Act is to have local businesses and government work together to create training programs that address needs in the local area. This partnership was best demonstrated in St. Charles County in Program Year 1988.

The role of Local Elected Officials is, at a minimum, to reach agreement with the local PIC on the services to be delivered in the local areas. The St. Charles County Commission well exceeded this minimum requirement by providing \$220,000 for local program operations over the last four years.

The St. Charles County Commission's involvement was recognized by this award for enhancing St. Charles County SDA 14's ability to excel in their delivery of training programs to local citizens.

## *Governor's Special Award for Innovative Outreach Strategies*

### Winner

Department of Human  
Resources, Office of  
Employment and Training,  
St. Louis County, SDA 13,  
"Project Choices"

### Accomplishments

Program Year 1988's award for outreach and recruitment was presented to the Department of Human Resources, Office of Employment and Training, St. Louis County, SDA 13, for "Project Choices".



"Project Choices" is a unique outreach service which presents a friendly, customer-oriented service at first contact with potential applicants, and successfully avoids the often impersonal process of eligibility certification and income verification.

Since January of 1988, this innovative outreach strategy served nearly 3,800 people by putting the customer first!

## *Governor's Special Award for Achievements in Marketing and Excellence in JTPA Programs*

### Winner

Job Council of the Ozarks,  
SDA 8

### Accomplishments

Job Council of the Ozarks' award for excellence in JTPA programs in Service Delivery Area 8 was presented, in part, for its marketing efforts. The marketing strategy was intended to communicate more effectively with the public and it succeeded.

In 1988, Job Council of the Ozarks was invited to participate in a National JTPA Research Project. Through its marketing efforts, it was able to increase its eligible applicant pool by 50% during a time of record low unemployment.

# GOVERNOR'S AWARDS

## *Governor's Special Award for Commitment to Economic Development and Missouri's Job Training System*

### **Winner**

Northwest Partnerships, SDA 1

### **Accomplishments**

In 1985, the Private Industry Council in SDA 1 formed Northwest Partnerships, an 18-county economic development organization. The mission was and is to bring together industrial development and recruitment efforts to form a stronger, unified effort in bringing new businesses into Northwest Missouri.

The Northwest Partnership made significant progress toward its goal of economic development for the region by undertaking a number of significant tasks including: (1) Creating and updating

community profiles providing the most complete and current information on the communities in the area; (2) Developing a marketing strategy to aid in industrial recruiting; (3) Establishing a loan packaging program that resulted in 1,127 new jobs for the area at a cost of \$73.19 per job; and (4) Creating an entrepreneurial training program responsible for developing and maintaining 91 jobs at a cost of \$912 per job. This successful program has been nationally recognized by the National Alliance of Business, the National Association of Counties, and the National Job Training Partnership for its outstanding achievements.

The Northwest Partnership was recognized by this award as an excellent model of cooperation and linkage for the benefit of all the people in Service Delivery Area 1.



## MISSOURI JOB TRAINING COORDINATING COUNCIL, PROGRAM YEAR 1988

### Activities Summary/Action

A number of significant programs, plans and events were initiated by the Missouri Job Training Coordinating Council (MJTCC) through its job training and policy advisory roles including:

- Sponsorship of the Governor's annual job training conference, "Missouri at Work: Meeting the Challenge", featuring a variety of speakers and workshops for the benefit of over 600 participants.
- Completion of the review of the State Economic Dislocation and Worker Adjustment Assistance Act plan which led to the timely implementation of the Worker Reentry Program in Program Year 1989.
- MJTCC sponsorship of state-wide JTPA public forums held in Springfield, Cape Girardeau, St. Louis and Kansas City to gather public assessment of JTPA effectiveness in Missouri during the first five (5) years. Information gathered from the forums was forwarded to the U.S. DOL and the national JTPA Advisory Committee as part of an extensive review of the Act.
- Completion by a special MJTCC issue group of a study concerning the problem of literacy as it relates to job training and the work place. Recommendations included a definition of literacy



that was subsequently adopted by the Governor's Advisory Council on Literacy in its October, 1989 final report.

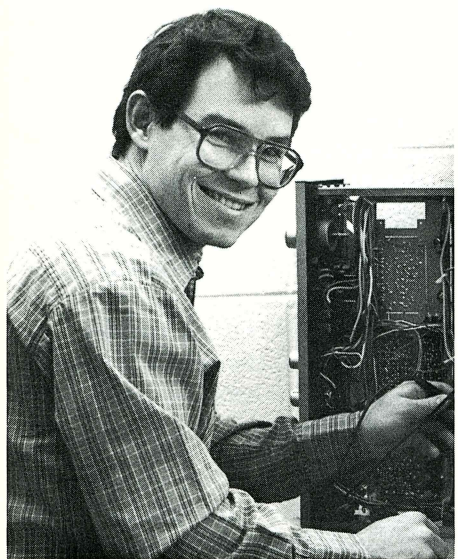
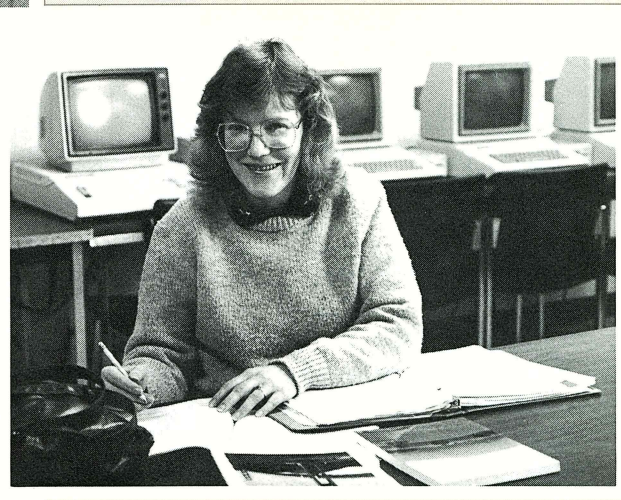
### Coordinated Service Delivery/Action

MJTCC initiated these actions through JDT:

1. Required, through the Governor's Coordination and Special Services Plan for Program Year 1988 and Program Year 1989, that PICs, through their local SDAs, improve inter-agency coordination by:
  - Developing and implementing an outreach, intake, assessment and referral plan.
  - Developing and implementing an employer marketing plan.
  - Developing and implementing an education linkage plan.
2. Provided technical assistance through JDT for SDAs in their required coordination planning and evaluation of results through a special discretionary

grant awarded to JDT from the U.S. Department of Labor.

3. Reviewed and certified the development of two plans and one policy from each PIC and directed the provision of continued technical assistance and oversight of the implementation of these plans and policies during Program Year 1989.
4. Endorsed job training-related legislation introduced in the 1988 Missouri General Assembly:
  - Establishing the Missouri Training and Employment Council (MTEC). Both the Senate and the House passed similar legislation as the session ended.
  - Improving job training coordination through authorization of JDT to directly negotiate with and contract for job training and related services with JTPA Administrative Entities. This legislation was enacted and signed into law by the Governor in a special ceremony at the June 8, 1989 MJTCC meeting held in St. Louis, Missouri.



# MJTCC MEMBERSHIP

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## Business

J. C. Benage  
United Savings and Loan Association  
President and Chairman

Barbara Carroll  
Pipe Fabricators, Inc.  
Secretary-Treasurer

Ken Christgen, Jr.  
Walnut Products, Inc.  
Vice-President

Bill House, Jr.  
House Construction Co., Inc.  
President

Mysie Keene  
Blanchard Realty Co.  
Realtor Associate

Jack McCarthy  
Chem-Free Water Technologies, Inc.  
President

Janice C. Schuerman  
MFA, Inc.  
Vice-President,  
Corporate and Member Services

Warren T. Snover  
National Benevolent Association  
Director of the Human Resources  
Department

Jan C. Tupper  
Allgeier, Martin & Associates, Inc.  
Senior Project Director

John Walker  
Blue Cross and Blue Shield of Kansas City  
Senior Vice-President, Corporate and  
Information Services

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## Local Government

Randy Best  
Clark County  
Treasurer

The Honorable H. C. Compton  
Greene County  
Presiding Commissioner

Betty Gregoire  
Platte County  
Assessor

Mike Johnson  
Ripley County  
Public Administrator

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## General Public

Dee A. Joyner  
St. Louis County Economic Council  
Executive Director

---

## Local Education

Joseph Daniels  
Carrollton AVTS  
Director of Vocational and Adult Education

Dr. William J. Mann  
Metropolitan Community College  
Chancellor

Dr. Donald Shook  
St. Charles County Community College  
President

---

## Community-Based Organizations

Doris Jones  
Urban League of Metropolitan  
St. Louis, Inc.  
Vice-President of Community Programs

William T. Young  
Ozark Action, Inc.  
Executive Director

---

## Labor

George P. Clark  
St. Louis Carpenters District  
Council Local Union 1310  
Representative

Daniel J. "Duke" McVey  
Missouri State Labor Council  
President

Clinton Ramsey  
Operating Engineers Local 101  
Consultant

Ollie W. Langhorst  
St. Louis Carpenters District Council Local  
Union 1596  
Representative

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## State Agencies

Dr. Robert Bartman  
Department of Elementary and Secondary  
Education  
Commissioner of Education

Jerry Hunter  
Department of Labor and Industrial  
Relations  
Director

Carl Koupal, Jr.  
Department of Economic Development  
Director

Tom Sullivan  
Department of Economic Development  
Deputy Director

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## General Assembly

The Honorable Bob Griffin  
Speaker of the House

The Honorable John Bass  
Missouri Senate



Produced by  
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